

# Town of Cutler Bay



## Strategic Plan

**2006-2011**

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## **Preamble**

Through the participation of our residents, the newly incorporated Town of Cutler Bay's first Strategic Plan has been completed and we, the Town Council, hereby adopt this 2006-2011 Strategic Plan as a blueprint for continued progress in achieving our Town vision. In addition, we pledge that any ordinances or resolutions passed by this Council will be consistent with the concepts, goals and priorities represented herein.

## **Town Mission Statement**

**Our mission is to make Cutler Bay a beautiful, safe and friendly Town that encourages its residents and business leaders to actively and proudly participate in our ongoing efforts to enhance and sustain the Town's image, sense of identity and quality of life.**

## **Our Vision for Cutler Bay (By 2011)**

**By 2011, Cutler Bay will be recognized as one of the most desirable communities in South Florida to live, work and play. Its schools, homes, parks and cultural facilities will offer an enriching environment for children, adults and senior citizens alike, and its local economy will encourage outstanding companies to want to do business here.**

The Mission is a clear and concise statement of what the Town Government must accomplish in order to realize our 5-year vision.

The Town vision is a brief description of what we want our community to be like 5 years from now.

Taken together, the 5-Year Vision and Mission Statement serve as the primary steering mechanism for the growth and development of the Town's governmental priorities and services.

# **Town Council's Operating Principles**

The ultimate success of the strategic planning process will depend on the Town Council's ability to operate as a high performance, highly effective policy making team. With appropriate levels of cooperation, active listening and participation by the Mayor and each Council Member, the Town Council will empower itself to make prudent, timely decisions that are in the best interest of the Town.

To that end, the Mayor and Town Council have developed and made a firm commitment to abide by these operating principles:

- **Each of us is personally responsible and accountable for our behavior**
- **We are respectful of one another whether we agree or disagree on points of view**
- **We trust one another**
- **When necessary, we agree to disagree respectfully**
- **We are willing to compromise for the good of the Town**
- **If we have questions or concerns with one another that are not part of public business, we resolve them directly... one to one**
- **We use language constructively to facilitate our interaction**
- **We are mindful of the amount of time we take to express our ideas and points of view**
- **We encourage full participation in our discussions of all issues affecting our Town**
- **We encourage public input on issues and discourage personal attacks on our Council Members during Council meetings**
- **We do not pander to special interests at the cost of alienating other Council members**

# **Core Values**

Our Town Government's core values represent our most basic beliefs. They define what we stand for, and serve as the foundation for the development of the Cutler Bay Strategic Plan.

- **Every resident is valued equally**
- **Diversity and tolerance are valued and encouraged**
- **Innovation is encouraged**
- **Courage to take on important projects, even in the face of risk or pessimism**
- **Regional approaches to large scale problems, mindful of the well being of our neighbors outside of Cutler Bay**
- **Quality in public service is expected, and never compromised**
- **Principled leadership**
- **Honest, responsive governance**
- **Transparent, responsible financial management**
- **Competent, ethical Town management**

# **Strategic Achievement Areas & Goals**

Cutler Bay's Town Government must deliver outstanding results in each strategic achievement area in order to realize our vision and achieve our mission. Each strategic achievement area contains one or more strategic goals. Each goal is supported by a set of strategic initiatives that define how the corresponding goal will be achieved. Each goal is also supported by a set of measures and milestones whose achievement will ensure progress toward the accomplishment of the corresponding goal. These strategic initiatives will be implemented, funded and tracked as part of the Town's business planning process.

# 1. RESIDENT FRIENDLY AND RESPONSIVE TOWN GOVERNMENT

## Introduction

This area involves two components. The first component focuses on the responsiveness of Cutler Bay officials in identifying resident concerns and in providing them with access to information concerning the status of the Town and its activities. The second component focuses on quality of services provided by employees to the residents of Cutler Bay.

**Goal 1.1: The Town of Cutler Bay will be recognized by its residents and others as a community that optimizes transparency in government by providing access to its officials and to information concerning the status of the Town and its activities.**

Goal 1.1	Strategic Initiatives	Measures & Milestones
<b>The Town of Cutler Bay will be recognized by its residents and others as a community that optimizes access to its officials and to information concerning the status of the Town and its activities.</b>	Enhance the Town web site to increase resident access to Town records and services and provide a feedback loop that allows residents to identify concerns and provide feedback.	<p>By October, 2008, contract with a reputable survey company to perform a statistically valid survey of Cutler Bay residents to obtain feedback on the progress of the Town government, and the residents' level of satisfaction with various initiatives on the strategic plan.</p> <p>By 2011, at least 80% of the residents who access the town web site will provide positive responses concerning the site and its usefulness.</p>



Goal 1.1	Strategic Initiatives	Measures & Milestones
<p><b>The Town of Cutler Bay will be recognized by its residents and others as a town which optimizes access to its officials and to information concerning the status of the Town and its activities.</b></p>	<p>At all Town Meetings, provide residents with a systematic opportunity to address officials with suggestions and concerns about the Town and its activities.</p>	<p>By 2011, at least 85% of the residents who attend Town meetings will have a positive assessment of the fairness and openness of the meeting.</p>
	<p>Develop and maintain specific standards concerning the time it takes to respond to resident inquiries and service requests.</p>	<p>By 2011, at least 90% of Town responses will meet the standards established for the service, and 80% of residents who interacted with the Town will have a positive perception of that experience.</p>
	<p>The town will appoint a committee to study and develop additional ways (such as WiFi, Hotlines, and Charettes) to communicate with and receive feedback from Town residents; and where feasible, adopt and implement additional communication techniques.</p>	<p>The number of new techniques identified and tested each year.</p>
	<p>Study, evaluate and adopt manifold methods of informing Cutler Bay residents about Town activities</p>	<p>By 2011, 80% of residents surveyed will identify with the Town and have a general knowledge of Town activities.</p>

Goal 1.1	Strategic Initiatives	Measures & Milestones
		<p><b>Aggregate Measure</b></p> <p>By 2011, at least 75% of the respondents to a resident survey who had contact with the Town Government will indicate their satisfaction with the openness and responsiveness of the Town government.</p>
	<p>Post the Town Budget and Annual Business Plan on the Town web site and through other mediums.</p>	<p>At least 50% of respondents to a resident survey will indicate that they have access to the Town Budget and Business Plan.</p>

**Goal 1.2: The employees of Cutler Bay will provide responsive, courteous service to residents, the business community, and other individuals with whom they interact.**

Goal 1.2	Strategic Initiatives	Measures & Milestones
<p><b>The employees of Cutler Bay will provide responsive, courteous service to residents, the business community, and other individuals with whom they interact.</b></p>	<p>Develop and implement a customer friendly training program, and maintain sustained emphasis on courteous, responsive public service.</p>	<p>By 2011, at least 75% of respondents to a resident survey will indicate their satisfaction with the quality of services provided by Town employees.</p>
		<p>A small number of formal complaints by users concerning the quality of service provided by town employees</p>
		<p>A very low ratio of formal complaints to the total number of service opportunities.</p>

## 2. FINANCIAL STABILITY AND SUSTAINABILITY

### Introduction

The fiscal viability of the Town of Cutler Bay is a primary concern of its elected officials, its residents and its employees. Short and long term financial stability is critically important to the ultimate realization of the Town's vision. This service area has four components: fiscal responsibility, fiscal transparency, capital building programs, and growth management.

### **Goal 2.1: The Town of Cutler Bay will be a financially responsible and accountable community.**

Goal 2.1	Strategic Initiative	Measures & Milestones
<b>The Town of Cutler Bay will be a financially responsible and accountable community.</b>	Adoption and implementation of a performance based budgeting process with an associated Annual Business Plan.	Adoption and implementation of the performance based budgeting process by 10-01-07 and an Annual Business Plan by 10-01-08.
	Adoption of investment policies designed to achieve a balance between maximizing interest and minimizing risk.	Certification by the Town's External Auditor in his annual audit report by the end of Fiscal Year 2006-07.

Goal 2.1	Strategic Initiative	Measures & Milestones
<p><b>The Town of Cutler Bay will be a financially responsible and accountable community.</b></p>	<p>Adoption and implementation of financial management policies that foster the development, growth and sustainability of cash reserves and contingency funds.</p>	<p>The Town will achieve and maintain a financial reserve of no less than 10% of its operating budget.</p> <p>Upon its first bond issue, the Town will achieve and maintain a minimum bond rating of A.</p>
	<p>Explore and where appropriate use alternative funding mechanisms such as special assessment, taxing district, lease purchase, revenue bonds, general obligation bonds, and grants as a means of providing needed Town facilities, infrastructure, and programs.</p>	

**Goal 2.2: The residents of Cutler Bay will have a high degree of confidence in the fiscal responsibility and transparency of the Town government.**

Goal 2.2	Strategic Initiative	Measures & Milestones
<b>The residents of Cutler Bay will have a high degree of confidence in the fiscal responsibility and transparency of the Town government.</b>	At all public budget workshops, generally explain the budgeting process to the residents.	By 2011, at least 50% of respondents to a resident survey will indicate that they are generally aware or have access to the Town Budget and Annual Business Plan.
	Post the Town Budget and Annual Business Plan on the Town web site and through other mediums.	

### 3. GROWTH MANAGEMENT AND INFRASTRUCTURE NEEDS

#### INTRODUCTION

Effective growth management and infrastructure development strategies form the foundation for the accomplishment of the Town's mission, and the long term economic viability of the Town.

**Goal 3.1: The Town of Cutler Bay will provide the infrastructure needed to meet current and emerging needs of the community.**

Goal 3.1	Strategic Initiative	Measures & Milestones
<b>The Town of Cutler Bay will provide the infrastructure needed to meet current and emerging needs of the community.</b>	Complete an inventory of all Community assets as a basis for planning, required studies, and infrastructure needs.	Complete the asset inventory by April, 2007.
	Prepare an annual Capital Improvement Plan that includes funding, infrastructure, capital needs, and prioritization of projects.	Complete the preparation of an Annual Capital Improvement Plan by 10/01/07, and adopt the Annual Capital Improvement Plan by 12/31/07.  Adherence to the Annual Plan.
	Implement a plan for acquiring sites and the construction of Town facilities and infrastructure.	Consistent with the Capital Improvement Plan, the availability of Town facilities and infrastructure when needed and at the estimated cost.

Goal 3.1	Strategic Initiative	Measures & Milestones
<b>The Town of Cutler Bay will provide the infrastructure needed to meet current and emerging needs of the community.</b>	Explore and where appropriate use alternative funding mechanisms such as special assessment districts, lease purchase, revenue bonds, and general obligation bonds, grants, etc. to provide needed Town facilities and infrastructure.	

**Goal 3.2: The growth and development of Cutler Bay will be managed to be consistent with the needs and desires of its residents.**

Goal 3.2	Strategic Initiative	Measures & Milestones
<b>The growth and development of Cutler Bay will be managed to be consistent with the needs and desires of its residents.</b>	The development and implementation of a Growth Management Master Plan including areas for land acquisition where appropriate. This plan will also include consideration of the advantages and disadvantages of pursuing the annexation of additional land.	The development, adoption, and consistent application of a Cutler Bay Growth Management Plan by April 1, 2008.



## 4. ECONOMIC AND BUSINESS DEVELOPMENT

### Introduction

Economic and business development are essential to the Town's economic viability. They will foster a positive sense of identity and community pride among our residents, and will attract excellent companies to do business in our Town.

### **Goal 4.1 Enhance the attractiveness and viability of Cutler Bay as a business location.**

Goal 4.1	Strategic Initiative	Measures & Milestones
<b>Enhance the attractiveness and viability of Cutler Bay as a business location.</b>	Conduct a charrette to improve the U.S.1 Corridor for residents and the business community.	Complete the charrette by 12/31/2007.
	Study and implement marketing strategies to attract quality restaurants to the Town.	Complete the study by 09/30/2007.  By 2008, increase the number of quality restaurants in Cutler Bay by ____ (number or %).
	Establish an effective working relationship with Cutler Bay's diverse business leadership through the creation of a Manager or Mayor/Council appointed Business Alliance Committee.	Establish the Committee by 02/01/2007.

Goal 4.1	Strategic Initiative	Measures & Milestones
<b>Enhance the attractiveness and viability of Cutler Bay as a business location.</b>	Develop and implement a program in collaboration with the Business Committee and corporate leadership to identify and implement strategies designed to: improve the business mix, increase job opportunities, retain existing businesses, and attract new businesses. Coordinate these initiatives with the Beacon Council, Chambers of Commerce, etc.	The development and implementation of the program by 07/01/2007.
		The number of individuals employed in Cutler Bay by local businesses.
		Improve the mix of businesses located in Cutler Bay to an adopted goal.
		Increase the number of existing businesses retained and the number of new businesses attracted to the community
		By 2011, at least 80% of the respondents to a business survey will indicate their satisfaction with Cutler Bay as a business location.

## 5. COMMUNITY IDENTITY, UNITY AND PRIDE

### Introduction

Developing and sustaining a unified, positive identity with an overall sense of community pride will energize the Town, and help realize our vision faster, and more effectively.

**Goal 5.1: Cutler Bay will be recognized as a Town where people prefer to live, and whose residents feel a strong sense of Town identity and community pride.**

Goal 5.1	Strategic Initiative	Measures & Milestones
<b>Cutler Bay will be recognized as a Town where people prefer to live, and whose residents feel a strong sense of Town identity and community pride.</b>	Develop and implement a program that provides aesthetically pleasing signs and entrance features identifying the Town at all major entrances to the city	The placement of signs and entrance features to be completed by July, 2007.
	Develop and implement a Town Beautification Program.	The implementation of the Town Beautification Program.
	Study ways to enhance pedestrian friendliness in the Town by better signage, striping, signalization, and the possible construction of crossovers, overpasses, and bike paths.	The implementation of a pedestrian friendly program.
	Enhance, expand and develop Town amenities including parks and recreational facilities.	The acquisition, expansion or construction of additional amenities including park and recreational facilities.

Goal 5.1	Strategic Initiative	Measures & Milestones
		<p>Aggregate Measure</p> <p>By 2011, at least 75% of respondents to a resident survey will indicate their satisfaction with quality of life in the Town of Cutler Bay.</p> <p>By 2011, at least 75% of respondents to a resident survey will indicate that they would recommend Cutler Bay to friends and relatives as a place to live.</p>

**Goal 5.2: The Town will be a frequent site for a variety of community events that encourage extensive public participation and identification with the Town of Cutler Bay.**

Goal 5.2	Strategic Initiative	Measures & Milestones
<b>The Town will be a frequent site for a variety of community events that encourage extensive public participation and identification with the Town of Cutler Bay.</b>	<p>The Town Manager should appoint a small committee to work with residents and the business community to identify desirable community events such as festivals, fairs, parades, concerts in the park, cultural events, picnics, farmers' markets, etc. and submit recommendations to the Council.</p> <p>Seek potential sponsors and co-sponsors for community events.</p>	Establish the committee by December 31, 2006.
		The number of Town sponsored events.
		The attendance at Town sponsored events,
		The financial success of Town sponsored events
		By 2011, at least 75% of the respondents to a resident survey will be aware of Town sponsored events and at least 70% will indicate their satisfaction with the Towns sponsorship of the events.

**Goal 5.3: Cutler Bay will have a variety of facilities/amenities that meet the social and recreational needs of residents of all ages, and attract residents from surrounding communities.**

Goal 5.3	Strategic Initiative	Measures & Milestones
<b>Cutler Bay will have a variety of facilities/amenities that meet the social and recreational needs of residents of all ages, and attract residents from surrounding communities.</b>	The Town Manager should form a committee to develop and implement a marketing plan to attract quality restaurants and cultural/entertainment facilities to the Town.	<p>The completion and implementation of the plan by October, 2007.</p> <p>A level of success in the number of restaurants and cultural/entertainment facilities in the Town.</p>
	Obtain access to the Bay for Cutler Bay's residents.	By 2011, the Town will obtain appropriate access to the Bay.
	The development and implementation of a Master Plan for Parks and Recreation.	The completion and implementation of the plan, including the County's completion of Lakes by the Bay Park by October, 2007.
	The preparation and implementation of a Master Plan to develop a Town Center, including the potential for a future Town Hall.	The completion and implementation of the plan, including the potential for of a Town Hall and other appropriate facilities by January, 2008.
		<p><b>Aggregate Measure</b></p> <p>By July, 2008, at least 60% of respondents to a resident survey will indicate their feeling that Cutler Bay does have a "Center of Town".</p>

**Goal 5.4 Cutler Bay will be viewed as a beautiful Town by its residents and by residents from surrounding communities.**

Goal 5.4	Strategic Initiative	Measures & Milestones
<b>Cutler Bay will be viewed as a beautiful Town by its residents and by residents from surrounding communities.</b>	Develop and implement a plan to provide aesthetically pleasing and unique signs and entrance features identifying the Town at all the major corridors (Old Cutler Road, Caribbean Blvd., U.S.1, etc.) leading into the town.	By 2008 at least 80% of the respondents to a resident survey will say they have a clear sense of where the Town of Cutler Bay begins, and where it ends.
	Work with residents and the business community to develop and implement a Common-Area Landscaping Plan for the Town that would include the planting and maintenance of trees and the maintenance of common areas such as swales.	The completion and implementation of the plan by October, 2008.  The number of new trees planted.  By 2011 at least 70% of the respondents to a resident survey will say they are satisfied with the appearance and maintenance of the Town's common areas.
	Conduct a formal assessment/rating of the condition, appearance and maintenance of trees and common areas in the Town..	Complete the assessment by April, 2008. By 2011 a citizen survey will result in at least a 70% Approval rating of the Town's progress.
	Develop and implement a plan for the enhancement, beautification and shoulder maintenance of major corridors (Old Cutler Rd., Caribbean Blvd., U.S.1, etc.,) leading into the Town of Cutler Bay.	The completion and implementation of the plan by October, 2008 and at least 75% implementation by 2011.

**Goal 5.5: The educational facilities in Cutler Bay will receive positive ratings from Town residents and students.**

Goal 5.5	Strategic Initiative	Measures & Milestones
<p><b>The educational facilities in Cutler Bay will receive positive ratings from Town residents and students.</b></p>	<p>Appoint an education committee to work with residents, PTA's and school officials to develop and implement action items to achieve educational excellence in local schools. This plan will include:</p> <ul style="list-style-type: none"> <li>1) partnerships designed to improve student performance and to provide educational recreational opportunities,</li> <li>2) volunteer tutoring programs,</li> <li>3) programs to engage students in community service activities, and</li> <li>4) the enhancement of Adult education programs in the Town.</li> </ul>	<p>The development and implementation of the plan by April, 2008.</p> <p>Measurable improvement in Cutler Bay's student performance and school ratings.</p>

## 6. PUBLIC SAFETY

### Introduction

Public Safety is clearly the most important service commitment any local government must make to its residents. It is a service that must never be compromised.

#### **Goal 6.1: To provide a safe and secure community for Cutler Bay's residents and business community.**

Goal 6.1	Strategic Initiative	Measures & Milestones
<b>To provide a safe and secure community for Cutler Bay's residents and business community.</b>	Implement the service contract with Miami-Dade County for police services in Cutler Bay and set specific performance standards.	By September, 2007 achieve an average police response time rate in Cutler Bay that is 25% faster than the County Average.
	Develop and implement a Community Policing Program.	A resident satisfaction rating for police services of at least 85% by survey.

#### **Goal 6.2: The Town will provide high levels of disaster (hurricane, flood, etc.) planning, response, and recovery services to residents and businesses in our community.**

Goal 6.2	Strategic Initiative	Measures & Milestones
<b>The Town will provide high levels of disaster (hurricane, flood, etc.) planning, response and recovery services to residents and business in our community.</b>	Develop and implement a Comprehensive Town Disaster Plan by 04/01/2007.	By 2011 at least 80% of respondents to a resident survey will indicate they are aware and approve of the Town's disaster plan and services.



Goal 6.2	Strategic Initiative	Measures & Milestones
	Develop a plan to disseminate information concerning major elements of the Town Disaster Plan through the Town web site and other appropriate communication vehicles.	The time it takes Town officials to respond to residents' and businesses' needs during and after a significant event such as a hurricane or flood.
	Work with individuals, groups and the business community to promote hurricane/disaster preparedness.	

**Goal 6.3: Optimize the smooth flow of traffic through the Town of Cutler Bay by minimizing traffic congestion and maximizing the capacity of our local roadways.**

Goal 6.3	Strategic Initiatives	Measures & Milestones
<b>Optimize the smooth flow of traffic through the Town of Cutler Bay by minimizing traffic congestion and maximizing the capacity of our local roadways</b>	Work with the County to insure that the Town receives an optimized traffic signal control network as part of the County's new traffic control system.	Achieving a congestion rating of "Level B"* on at least 50% of the Town's roads.  *Traffic engineers have developed a scale (levels A through F) that measures traffic congestion severity. Level A represents very light congestion, and level F represents very heavy congestion.
	Work with the County, the League of Cities, the Metropolitan Planning Organization and the Legislative Delegation to expand the availability of County transportation services to the residents and businesses of Cutler Bay.	

Goal 6.3	Strategic Initiatives	Measures & Milestones
<p><b>Optimize the smooth flow of traffic through the Town of Cutler Bay by minimizing traffic congestion and maximizing the capacity of our local roadways</b></p>	<p>Subject to funding availability, develop and implement a plan to provide local transportation services to residents who need to shop, receive health care and take care of business requirements in Cutler Bay.</p>	
	<p>Enhance the pedestrian friendliness of the Town by improved signalization, electronics, striping, pedestrian crossovers, overpasses, and bike paths.</p>	
	<p>Develop and implement a comprehensive Traffic Management and Control Plan that includes increased police presence at critical times and locations such as schools and major intersections and known accident sites.</p>	

## 7. PARKS AND RECREATION

### Introduction

A well-developed park and recreation system will improve the overall quality of life, create a positive sense of Town identity among our residents and increase property values.

**Goal 7.1: The Town of Cutler Bay will develop parks, recreational facilities and recreational programs to meet the current and emerging needs of residents of all ages.**

Goal 7.1	Strategic Initiative	Measures & Milestones
<b>The Town of Cutler Bay will develop parks, recreational facilities and recreational programs to meet the current and emerging needs of residents of all ages.</b>	Work with residents and others to develop and implement a Park and Recreation Master Plan that reflects the current and emerging needs of the community. This plan will address issues such as: 1) the acquisition, operation and maintenance of existing County open space for park and recreation facilities; 2) the County's completion of Lakes by the Bay Park, 3) obtaining access to the Bay, 4) developing water related facilities and programs, 5) park facilities, recreational and cultural facilities and programs for residents of all ages, 6) partnerships with the School Board and local schools, and, 7) alternative funding sources.	The completion of the plan by 10/01/2007.

Goal 7.1	Strategic Initiative	Measures & Milestones
<p><b>The Town of Cutler Bay will develop parks, recreational facilities and recreational programs to meet the current and emerging needs of residents of all ages.</b></p>		<p>By 2011, at least 80% of respondents to a resident survey will indicate their satisfaction with:</p> <ul style="list-style-type: none"> <li>1) Town Parks</li> <li>2) Town Recreational Facilities</li> <li>3) Town Recreational Programs</li> <li>4) Other related programs and services provided by the Town</li> </ul>

## 8. CODES AND CODE ENFORCEMENT

### Introduction

Effective codes and code enforcement services provide a framework for implementing our Town's standards for safety, aesthetics and quality of life.

**Goal 8.1: The Town of Cutler Bay will develop a code and code enforcement policies that reflect the needs, views, and values of its residents.**

Goal 8.1	Strategic Initiative	Measures & Milestones
<b>The Town of Cutler Bay will develop a code and code enforcement policies that reflect the needs, views, and values of its residents</b>	Complete, adopt, and enforce the Town's Comprehensive Code.	The completion, adoption, and implementation of the Comprehensive Code by April 1, 2007.
		Achieving a code compliance rate of at least 75%.
		By 2011, at least 70% of the respondents in a resident survey will indicate their satisfaction with the content of the code.
		By 2011, at least 70% of the respondents in a resident survey will indicate their satisfaction with the enforcement of the code.

**Goal 8.2: To protect the residents of Cutler Bay by assuming responsibility from the County for administering the Florida Building Code, Plan Review, Permitting, and Inspection.**

Goal 8.2	Strategic Initiative	Measures & Milestones
<b>To protect the residents of Cutler Bay by assuming responsibility from the County for administering the Florida Building Code, Plan Review, Permitting, and Inspection.</b>	Conduct and implement the results of a Best Practices Review for building plan review, permitting, and inspections. This review will cover processes, technology, staffing patterns, and training initiatives to insure effective and efficient practices in the Town of Cutler Bay. Initially, contract for these services but monitor customer satisfaction closely.	The completion and implementation of the Best Practices Review.
		Provide these services by January, 2007.
		By 2011, at least 70% of the individuals who use building services will indicate their satisfaction with the nature and quality of the services they received.

## 9. PUBLIC WORKS

### Introduction

A well managed Public Works Department will provide and sustain the Town's physical infrastructure, and contribute significantly to the health and safety of our residents.

**Goal 9.1: Develop the Town of Cutler Bay into a model community for the condition of its roads, street lighting, storm drainage facilities, swale maintenance, sidewalks, etc.**

Goal 9.1	Strategic Initiative	Measures & Milestones
<b>Develop the Town of Cutler Bay into a model community for the condition of its roads, street lighting, storm drainage facilities, swale maintenance, sidewalks, etc.</b>	Develop and implement a multi-year plan for road resurfacing, pot holes, shoulders, sidewalks, curbs and gutters, signage, drainage, swales, lighting, etc.	Commencement and commencement of the plan by July, 2007.
		By 2011 at least 75% of the respondents to a resident survey will indicate satisfaction with the Town's roads, signage, drainage, etc.
	Explore mechanisms for establishing Street Lighting Assessment Districts upon petition by a majority of residents.	Town's responsiveness to street lighting initiatives.
		Have the ability to create Street Lighting Districts by 10/01/2007.
	Work with the County and the South Florida Water Management District to develop and implement a Town Master Drainage plan that addresses enhancement, replacement, and maintenance issues including canal maintenance.	Completion and implementation of a drainage plan.
		The incidence and severity of flooding in the Town is reduced.
		At least 75% of the respondents to a resident survey will indicate satisfaction with the Town's drainage systems.